

## **Job Satisfaction and Employees' Intention to Leave Organizations (A Study on Gondar Poly Technical College)**

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### **Abstract**

This study is concerned to examine the level of job satisfaction and its impact on intention to leave among TVET College teachers which is a case study on Gondar Polly Technical College (GPTC). With objective of assessing relationships in between job satisfaction and employees' intention to leave their jobs (organizations), this study was designed to be conducted on 144 employees all of which were GPTC employees, among which 120 used for analysis and data was collected through a drop-off survey questionnaire. The collected data have been edited and analyzed using descriptive statistics and multiple regression analysis and of course Pearson correlation has been employed to detect weather variables are related or not. The findings of this study have suggested that satisfaction with supervision, closure; compensation and management & HR policies have an inverse relationship with an employee's intention to leave. Negative relationship in between intention to leave and these four components of job satisfaction (supervision, closure, compensation and management & HR policies), suggests that as teachers' satisfaction with compensation, supervision, management and closure decreases, their intention to leave increases. In general, this study has confirmed that the more workers are satisfied with their job, the less their inclination to leave and as such we researchers have commented that to retain skilled workforce, the college had better to articulate proper strategies chiefly in the areas identified as having an effect on turnover intention.

**Key words:** co-worker, supervision, closure, compensation, management & HR policies, intention to leave.

### **Introduction**

The existence and proper operation of an organization is in the hands of its resources such as physical, financial, information and human resources. Among them, human resource is a key resource for any organization through which organizational goals are achieved. To keep its performance, competitiveness, efficiency and to utilize its capacity so as to achieve organizational goals, any organization should motivate and satisfy employees to carry out their jobs. However, having satisfied employees and holding them through life in the organization is not always possible due to the nature of human beings and their complex needs. The very important question in organizations is how to get motivated employees who can do the best job that contributes to organizational success and how to retain them in organizations (David. A & Stephen P, 2005).

According to Darling-Hammond (2000), very few researchers disagree that teachers are the most leading school- related factor which impacts quality of education that students receive. Large number of students' enrollment and teacher retirements, class size reduction, insufficient production of college graduates from teacher education programs are major sources for the growing demand of teachers. But high rate of teacher turnover is another undeniable source for this challenge. It is obvious that a number of competent instructors abandon their teaching careers due to reasons other than retirement (Mobley. WH. 1982). Despite the fact that teachers' attrition may offer some positive outcomes such as the loss of unskilled teachers it can also contribute to negative results in educational institutions such as improper distribution of the quality of education service in provinces of a given country (e.g., urban or rural districts). And besides this, trainers' turnover produces costs and trouble associated with recruiting, hiring and induction activities of staffs (Darling-Hammond, (2000); Sanders & Rivers, 1996).

It is believed that teaching staff in all angles of Ethiopia is perhaps the most poorly paid staff affiliates in spite of the fact that teachers are the people who shape the future generation. In one reason or another, many workers in the teaching profession have intentions to leave their organizations. Turn over intentions are the greatest direct causes of actual behavior. Besides this, turnover intentions are feasibly the finest indicator of forthcoming turnover (Futrell & Parasuraman, 1984). Nevertheless, whereas it is rational to contend that intentions are an exact pointer of following behavior, very little is known what determines peoples' intentions (Firth, Mellor, Moore & Loquet, 2004).

Having well trained/ knowledgeable workers is nothing if we can't retain them. It is believed that educational organizations in Ethiopia are suffering with extreme trainer/teacher migration, poor retention, little job satisfaction and high turnover. Yet, little is known about why teachers leave their job. It is to this end that this research projected to inspect the level of job satisfaction of teachers and their intention to leave their respective organizations which is a case study on employees of Gondar Polly Technical College (GPTC).

### **Statement of the problem**

Teachers in Gondar TVET College have great intentions to leave their jobs. Numerous studies have identified the significant source of this challenge as the high rate of teacher turnover though, there is no agreement in the literature on the factors that affect teachers' turnover decisions, and furthermore, what factors are more or less important to those decisions. Plentiful investigators have tried to answer the question of what determines individual's intention to quit by examining possible backgrounds of employees' intentions to quit (Kramer, McGraw & Schuler, 1997). Findings have been consistent in that teachers who felt dissatisfaction over working conditions (i.e., administrative support, autonomy, opportunity to join decision-making procedure, school safety, and student behavior, etc.) were more likely to leave the teaching profession (Eric. Hanushek, F. Kain, & G. Rivkin, 1999).

Overall, the research literature has shown more or less consistent findings with regard to the effect of salary or an increase in salary on job satisfaction and decisions to stay in teaching. Findings of many investigators show that the higher the salary of teachers the lower their intention to leave. Who says whatever, in this study, our primary interest is to identify and describe facts about level of employees' job satisfaction and their intention to leave in the college, role of job satisfaction to reduce employees' intention to leave, association of intention to leave with different facets of job satisfaction.

### **Research questions/Objectives**

#### **General Objective of the Study**

This research is aimed to assess the relationship between job satisfaction and employee's intention to leave their jobs (organizations).

#### **Specific Objectives of the study: -**

1. To examine the level of employees' job satisfaction
2. To identify the extent of employees' intention to leave
3. To assess the impact of job satisfaction on employees' intention to leave.
4. To analyze which facet of job satisfaction most predicts employees' intention to leave.

### **Materials and methods**

We tried to examine the relationship between independent and dependent variables / examine the impact of workers' job satisfaction as an independent variable on their intention to leave which is the dependent variable; and thus, the research is causal in nature. The population consisted of 144 staffs or registered teachers working in the college at that time. To make the findings more dependable and reach at better conclusion, all of the 144 staffs were included in the study. It was through a drop-off

survey method that data has been collected from respondents. With regard to reliability of the instruments being used for the study, all the factors have an alpha score higher than 0.70, except for "closure" with alpha scores of "0.649". The instrument is adopted from Wood, et al, (1986) which has already established and recognized validity.

After data is collected through a drop- off survey method, the already collected data has been edited and analyzed using certain statistical tools (measures of central tendency and dispersion) i.e. mean, and standard deviation. Moreover, to test the hypotheses, we have used regression analysis and particularly it is multiple regression analysis which was employed to analyze the collected data. The collected data from the concerned employees has been summarized and transferred to SPSS for analysis purpose and the output obtained from the software was interpreted using the code given to variables prior to the analysis.

## Results and discussions

According to the survey result (2015), out of 120 respondents 101 (84.2%) were males and only 19 (15.8%) were females. Majority of the respondents hold 1<sup>st</sup> degree while some others are in diploma and masters level. The majority of respondents are within the age group of 25-30 around 41%. This may indicate that in TVET college teachers are young, which further suggests that young girls and boys keep joining the teaching workforce in the college.

H1: The level of employees' job satisfaction in the college is low.

According to Best, (1977) the mean score from 1-1.8 is lowest, from 1.81-2.61 is low, from 2.62-3.41 is moderate/average, from 3.42-4.21 is high, and from 4.22-5 is highest and accordingly, the respondents generally perceived that they are satisfied with their supervisor at a moderate level (mean = 2.7312, SD = .776). With respect to job variety in general, respondents also indicated a moderate level of satisfaction (mean = 2.9733, SD = .77868) while with regard to perceived level of closure, the respondents believe that the opportunity to finish their job in the college is moderate with (mean = 2.8792, SD = .94823). With respect to compensation, in general, they also indicated a lower level of satisfaction with (mean = 2.1100, SD = .71236). When we look at perceived level of co-worker's satisfaction, respondents felt rather higher level of satisfaction with their co-workers in the college with mean of 3.1938 and standard deviation of 0.86266 and as well with respect to college management/HR policies, the respondents perceived a moderate level of satisfaction with (mean = 2.7333, SD = .80030).

H2: Intention to leave of employees in the college is high.

The respondent's response with (mean = 3.7111, SD = 1.08889) on a five- point scale for intention to leave indicates that most of the teachers in the college tends to leave their job. Teachers' intention to leave is relatively at a higher level with (mean = 3.7111, SD = 1.08889). In general, this statistic indicates that the level of the employee's intention to leave is high and most of the teachers are seriously thinking of leaving the college and this is an alarm for the concerned bodies.

H3a: Satisfaction with pay is negatively associated with turnover intention.

The correlation analysis result show that intention to leave is negatively correlated with pay/compensation and the multiple regression result in the table below revealed that satisfaction with pay /compensation dimension of job satisfaction had a negative effect on intention to leave with (Beta of -.316,  $\alpha = .040$ ). This means that the more employees are satisfied with compensation, the less they intend to leave their job and this conforms to the hypothesis suggested before. The results of this study are similar to past studies where satisfaction with compensation has demonstrated a negative

relationship with the employee's intention to leave as Churchill et al., (1974) found that Satisfaction with the compensation plan would therefore inevitably influence a workers' inclination to leave.

**Table: Regression results of dimensions of job satisfaction on intention to leave**

Items/variables	Beta value	Sig. t	Adjusted R Square ( $R^2$ )	Over all Sig., F
(Constant)	4.298	.000	.138	.001 <sup>a</sup>
supervision of	-.204	.0139		
variety of	.071	.0605		
closure of	-.046	.0677		
compensation of	-.316	.040		
coworker of	.335	.003		
management of	-.186	.0168		

Dependent Variable: intention to leave

H3b: Satisfaction with co-workers is negatively associated with turnover intention.

According to the results of this study, the more employees are satisfied with their coworkers, the more they intend to leave their profession. As one can depicts above from the regression result in a table, satisfaction with co-workers' facet of job satisfaction has had a positive impact on intention to leave with (Beta of .335,  $\alpha = .003$ ) and accordingly, the more employees are satisfied with their co-workers, the more they intend to leave.

H3c: Satisfaction with supervision is negatively associated with turnover intention.

The regression result in the table above shows us that an employee's turnover intention tends to decrease as he/she experience higher levels of satisfaction with supervision. This means that the more employees are satisfied with supervision, the less they intend to leave and this supports the hypothesis. Cumbey and Alexander (1998), substantiate the associations in between employees' job satisfaction and effective supervision. In their results, they affirm that effective supervisory on employees has positive effect on job satisfaction. Whereas, this study confirms that, effective supervision has a positive impact not only on job satisfaction of workers but also on their intention to leave.

H3d: Satisfaction with variety is negatively associated with turnover intention.

The Pearson correlation result and the regression result suggest that job variety is positively correlated / has a positive impact with/on turnover intention. But, this is the same case to satisfaction with coworker and this is caused due to the fact that other components of job satisfaction and other variables which are not considered in this study have impacted workers' intention to leave while they are satisfied with the variety their job provides them.

H3e: Satisfaction with closure is negatively associated with turnover intention.

The correlation analysis result shows that intention to leave is negatively correlated with closure. As the regression output in the above table suggests, satisfaction with closure has an impact on employees turn over intention (i.e. a Beta coefficient of -.046,  $\alpha = .0677$ ) indicates that dissatisfaction with closure has a negative impact on employees' intention to leave. In other words, it means that the more employees are satisfied with closure, the less their inclination to leave the current job/ organization.



H3f: Satisfaction with management and HR policies is negatively associated with turnover intention.

The correlation analysis result shows that intention to leave is negatively correlated with satisfaction with Management and HR policies and the regression result in the above table implied that employees are less likely to leave when they are more satisfied with their organizational management and HR policies /practices with a (Beta coefficient of -. 186,  $\alpha=.0168$ ). This study has confirmed previous researches' observation and the hypothesis suggested before i.e. higher satisfaction with management and HR policies is linked with lower intention to leave the organization. Keyroor. & Sunil, (2007) argued that while issues like supervisory behavior and compensation form part of the micro issues regarding a sales person's engagement with the institution, the total policies and strategies concerning the employees is linked with a macro perspective with regard to the person's evaluation of the institution.

In general, the result of this study shows that satisfaction with supervision, closure, compensation and management & HR policies have an inverse relationship with an employee's intention to leave. Negative relationship between intention to leave and these four components of job satisfaction suggest that as teachers' satisfaction with compensation, supervision, management & HR policies and closure decreases their intention to leave increases. Based on results of this study, satisfaction with compensation displays the largest effect on intention to leave followed by satisfaction with supervision.

## Conclusion

The level of employees' satisfaction with job variety, closure, and management / HR policies and supervision are moderate, but employees' satisfaction with compensation is low which further indicates that employees in the college are highly dissatisfied with the compensation package. Employees' satisfaction with their coworkers and job variety is comparatively at better level; the regression result also shows a positive relationship in between these two variables and intention to leave. Employees' Satisfaction with compensation is negatively associated with their intention to leave. This suggests that lower employees' satisfaction with compensation leads to a higher intention to leave organizations. The more employees are satisfied with supervision, the less their inclination to leave. Employee satisfaction with closure has a positive effect on their intention to leave as well, which means that the more employees are satisfied with closure, the less their turnover intention. The more employees are satisfied with management and HR policies, the less their desire to leave organizations.

## Recommendation

- ✚ The college could pursue different strategies to mitigate the problem like a reward strategy that link effort /productivity with pay and incentives, design attractive compensation package, knowing the employees demand and meeting it (know what motivates employees and designing a motivation program based on those needs to minimize their intention to leave).
- ✚ The satisfaction level of employees with compensation is low in the college making compensation, the more predictor of intention to leave and thus the College should design an attractive compensation package system to retain experienced and qualified teachers in the college if not over time this currently prevailing situation will lead a decrease to the quality of education provided by the college without a doubt.
- ✚ Fairness in performance appraisals, commitment to teachers' career development through trainings, employee participation in decision making, development of flexible yet ethical teaching environment for effective and quality teaching services are among few of the policies that must be developed in the college and should be aligned to overall objective of the college.

- ✚ This study has confirmed that intention of leaving is influenced by the leader or supervisors' Role and thus management of the college had better to upgrade Supervisor- teacher and / teacher -teacher relationships for better and effective workplace productivity, and teamwork effectiveness.

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